

## **APPENDIX A**

### **Adult Social Service**

### **Direct Services**

### **Kingsbury Day Centre Consolidated Consultation Report July 2015**

#### **Introductions**

In February 2015 Brent Council Cabinet agreed that officers could consult with service users, carers and staff at Kingsbury Resource Centre on a proposal to close the day centre. The statutory 90 day consultation programme commenced in March 2015. 18 Meetings were held in total with service users, carers and staff. There were 9 service user and 9 carer meetings. All discussions were captured by a note taker. Key workers, advocates, translators and a Makaton signer were also available to assist service users to express their views.

The 90 day consultation process has raised a number of issues in response to the specific proposal to close the centre. Many questions were asked at the consultation meetings as well as email and letter exchanges. The various questions and issues are highlighted below with the appropriate response from the Council.

This document provides a detailed overview of the discussions with 3 separate groups in the following order:

- Service users
- Carers
- Staff

It sets out the key questions and answers from individual meetings, lessons learnt from the process and then at the end there is a summary of the key issues.

Items	Subject of Discussion
<p><b>Service User</b></p> <p><b>Month 1</b></p>	<p><b>Key Questions &amp; Answer</b></p> <p><b>Q:</b> Will a social worker come to visit us first?  <b>A:</b> First, the information from the consultation will be pulled together and members will to make a decision in June then a social worker will come to you to assess your needs and ensure that you receive the support you are eligible to receive.</p> <p><b>Q:</b> What happens when the money is gone?  <b>A:</b> If your assessment indicates you have a need, then you will be allocated money to get a service (a Personal Budget). If you decide to go down the route of direct payment, then you can purchase a service using that money. If you choose for the Council to purchase a service on your behalf, then officers will do that.</p> <p><b>Q:</b> People here are different in terms of physical abilities and needs. Are these going to be met?  <b>A:</b> Everyone’s needs will be assessed by the social worker and, should they move to a different centre, then all that will be taken into consideration. Nothing should change in terms of people’s needs being met.</p> <p><b>Q:</b> We come in on Thursdays. We enjoy it and are able to practise our English with staff (emphasis on enjoyment). If this centre is closed, we have nothing like that. We look forward to coming here.  <b>A:</b> If the centre closes then friends can stay together. There are other places which provided the similar cultural activities you enjoy here. I know that people have close friends and want to stay together – it is not the Council’s intention to break up friendship groups.</p> <p><b>Q:</b> This place is my second home. What am I going to do if it closes? Feed the pigeons?!  <b>A:</b> If the centre closes, everyone will have another service – no services will be taken away. Everyone who has eligible needs will have their services provided. Everything that you do here, you can do in other centres. You will not be stuck at home.</p> <p><b>Q:</b> We don’t want to go to a new environment. We like it here. If we go to another centre then we won’t know anyone. We don’t want to go anywhere else, we like the staff here.  <b>A:</b> This is noted and will be taken into consideration.</p> <p><b>Q:</b> If you are looking for savings, can any savings be made on transport? Maybe, charge us a nominal sum for morning coffee or cut down on some transport routes  <b>A:</b> Possibly. They are both good ideas that we will look into.</p>

### **Service user - lessons learnt - Month 1**

- To ensure that at each meeting the easy read presentation is re-capped to ensure the proposal to close Kingsbury Resource Centre is clear to all participants.
- To ensure advocacy support is available at all service users group to improve communication and understanding.
- To rotate the days of the week that the next wave of meetings are held on to ensure all users have an opportunity to contribute as some of the users attend day care on different days.

### **Service Users**

#### **Month 2**

#### **Key Questions & Answers**

**Q:** Concerns were raised about accessing services through private organisations and if KRC were to close the belief is that the council would not open a new centre.

**A:** Private/Voluntary Day Centres/organisations will offer the same service, and they have the capacity to support additional people.

**Q:** Nancie asked how many days service users attended and what they did on days they did not attend.

**A:** The response was that they feel lonely and get bored not having anyone to talk with or socialise with. Even though some service user only attend 1-2 days a week they look forward to meeting their friends, which they have made over a number of years from Attending KRC. If KRC were to close the belief is friendships will be lost.

**A:** Nancie said the council would make every effort to keep friendship groups together.

**C:** Nancie mentioned about Direct Payments being used to access a service of their choice, following individual assessments.

**Q:** Many of the KRC service users are unable to get out due mobility problems and dementia.

**A:** Nancie reiterated that savings will need to be made and this will be in the form of day centre running and building costs.

#### **Service Users Ideas**

- Merge with the New Millennium Day Centre.
- Letting the building out to other people/organisations.
- Service Users paying towards transportation cost.

**Q:** Will we have to pay for services in the private sector.

**A:** No, your Personal Budget, will be your contribution giving you the option and choice to choose your own personal assistance. You should not have to pay more than you are paying here.

	<p><b>Q</b> Asked if the councillors could be invited to the day centre so they can have the opportunity to ask their questions and raises their concerns and directly.</p> <p><b>A:</b> Nancie said she would try to arrange for a councillor to visit as soon as possible however it was dependant on the availability.</p>
<p><b>Service user - lessons learnt - Month 2</b></p> <ul style="list-style-type: none"> <li>To have the Keyworkers closer in the Consultation meetings to support users and to minimise any anxiety and apprehension.</li> </ul>	
<p><b>Month 3</b></p> <p><b>Service Users</b></p>	<p><b>Key Questions &amp; Answers</b> Meeting attended by Cllr Hirani (Cabinet Member) Phil Porter (Strategic Director)</p> <p><b>Q:</b> Service Users asked if we link up with NMDC, bearing in mind that they deal with L/D clients, will there be a different section for OAP clients? <b>A:</b> Nancie responded that there are already some older people service users attending that Day Centre and they will look at re-organising the Centre if there is an increase of Service Users with different care needs.</p> <p><b>Advocate:</b> Invited service users to recap on what has been said on the proposal to close the day Centre. Service User responded by confirming that the Council needed to save money and they proposed to close KRC, ways of Making savings are being considered and service users will not be abandoned , if possible Judy will ensure that friends are Kept together.</p> <p><b>R:</b> We have been told that this is the only centre like this that council still has in Brent and if it closes, maybe you will go to different centres in the borough that might be private and voluntary centres and the service user is saying you don't want to do that so what will happen.</p> <p><b>CLLR HIRANI:</b> There are a number of other charity organisations in the borough which provide similar service.</p> <p><b>Q:</b> Most of us people can't get around we have to rely on transport and every thing else.</p> <p><b>CLLR HIRANI:</b> Transport is an important issue when going to any day care centre and when you are out in your every day lives as well. With transport we still have 3 months. We will look at every individual's plan and make sure they are supported to go to the day centre of their choice, it does actually depend on your individual circumstances, where</p>

	<p>you live and the day centre you choose, I can promise that we will look at every individual's needs specifically depending on what their need is, where they need to go, where they live.</p>
<p><b>Service user - lessons learnt - Month 3</b></p> <ul style="list-style-type: none"> <li>• It was important for the users to have allocated time to speak to the Director of Social Services and Councillor.</li> </ul>	
<p><b>Summary of Key Questions, Answers and Comments from service users</b></p> <ul style="list-style-type: none"> <li>• Most users do not want Kingsbury Day Centre to close. This was acknowledged.</li> <li>• Many users feel attached to the day centres as social meeting places and have build friendship over the years. Any potential move will take into consideration friendship groups</li> <li>• Friendship groups will need to be consider and to ensure users stay in their groups if they are re-located as many of them have known each other for a considerable amount of time.</li> <li>• Some of the service users live in Supported Living and staying at home was a worry for many of them. Anyone who has eligible needs will continue to have their service</li> <li>• By wave 3 consultation meetings users were getting a better understanding that Kingsbury Resource Centre may close and another service will provide day care provisions. Service users will have a choice in where they could go and what activities they want</li> <li>• Some of the Gujarati Users live in the South of the Borough and would embrace moving to another service if they could stay together. This will be taken into consideration as part of the assessment process</li> <li>• Service Users stated they were willing to fund transport or look at other options if it meant making savings and the day centre can remain open. This suggestion was welcomed</li> <li>• Some of the users were concern that they would not received the same days of day care provision as they are receiving now. The assessment process would address their needs and may include increasing days</li> <li>• Transport was a major factor of concern due to service users mobility and they were reassured this would be looked into.</li> </ul>	
<p><b>Carers Meeting</b>  <b>Month 1</b></p>	<p><b>Key Questions &amp; Answers</b></p> <p><b>Q:</b> Will I still be coming five days a week as I do at present?</p> <p><b>A:</b> A service users needs will be re-assessed after any Cabinet decision in July, so nothing will change between now and June. If that person is assessed or reviewed as requiring five days' service, then that is what they will receive.</p> <p><b>Q:</b> My father suffers with dementia. He is not going to get any better.</p>

	<p><b>A:</b> Everyone has an annual review no matter what, whether we are proposing this change, we have an annual review. Some people's needs improve; some people's needs do not improve. Your father will always get a review of his service. Any review process will look at all of your father's needs and all the support he receives. He (and you) will have a choice about where that support is provided. If he is assessed as needing five days, he will get those five days. Nothing really may change. What may change is that the support will not be provided here.</p> <p><b>Q:</b> Is somebody exploring opportunities with developers to perhaps keep this bit as it is and then modify it or then on top build lots of flats? You could save costs.</p> <p><b>A:</b> Not at this point in time. Co-production looks at all information, but this building is currently also used by another service, so it is not that simple.</p>
<p><b>Carers meetings - lessons learnt - month 1</b></p> <ul style="list-style-type: none"> <li>• To organise the meetings during the day so that carers who could not make the evening sessions could attend.</li> <li>• To ensure the palantypist minutes are sent out via e-mail and everyone has a copy of the discussions</li> </ul>	
<p><b>Month 2</b></p> <p><b>Carers Meeting</b></p>	<p><b>Summary of Key Questions, Answers and Comment</b></p> <p><b>C -</b> One thing I have to stress is that everyone who has eligible needs will not have their service taken away. Everyone who has eligible social care needs and services will continue to be provided.</p> <p><b>C</b> Friendship Groups are also a key factor and we strive to keep everyone together to make sure that people can do their activities, whether it's here or anywhere else in terms of co-production work that Friendship Group will stay together. I know that people have been together for a number of years and that's really important to them.</p> <p><b>C</b> As part of the consultation, we have advocacy to support our service users to ensure they are able to engage in ideas, putting forward their concerns or their suggestions about moving things forward.</p> <p><b>Q:</b> There was something up on there about Direct Payments, I'm not sure what they are?</p> <p><b>A:</b> People who come here have a Personal Budget, the cost of the support they receive. There's an opportunity if people want to have that sum of money directly, which is called a Direct Payment. Then they can choose how to spend that money to meet their needs. They may choose not to come to this day centre, they may choose to do other activities in the community or several activities in the community and in doing that pay for a personal assistant to take them to those personal activities.</p>

	<p><b>Q:</b> A lot of people are dependent on relatives who might be a full time carer and they could get them here. I was never told if I could get my father here the centre might close because that's less cost to Brent. If someone had said that I'm sure someone would pick him up and get him here every Tuesday. If Brent doesn't ask we don't know. Those are the little things that make the difference, to think outside the box and think smartly. I'm just throwing that out there. If one of your major expenses are your transport let's see what we can do as a community. I'm sure people in this area would pick up an elderly person and bring them here as part of your costs.</p> <p><b>A:</b> I hope so as well, that's a commitment that people have to commit to. It takes part of their day away. Another thing we can look at is how we actually stagger the operating times within the day. Some people work different times.</p>
<p><b>Month 3</b></p> <p><b>Carers</b></p>	<p><b>Key Questions &amp; Answers</b></p> <p><b>Q:</b> Basically what you are saying is someone outside, another centre or something, could take this one over?</p> <p><b>A:</b> I see three different options. If the current model is not viable, everyone who is eligible can have their service re-provided elsewhere in the borough and what goes with them is their personal budget. The second option is to see whether or not we can work closely with local organisations who do something similar and we can either give them the service to run and the council steps away, but how that looks I don't know because we haven't had those discussions, those are long term discussions. Or we could commission that service, so we pay a provider to provide that service and nothing should really change.</p> <p><b>Q:</b> So still use this centre?</p> <p><b>A:</b> Yes.</p> <p><b>Q:</b> That would be great for everyone, wouldn't it? What organisations will take it over? How much will my mum have to pay? Will it be a payment scheme?</p> <p><b>A:</b> No, it's just a different provider. Technically we are a provider of services and the council in the long term will not be a provider of services anymore. There will be a commissioner of service and a lot of local authorities do not provide services directly anymore. An example is who collects your bins</p> <p><b>Q:</b> It's all contractors.</p> <p><b>A:</b> Yes, so a lot of services are being commissioned out. This could be something similar, we commission out to someone else.</p> <p><b>Q:</b> She keeps asking 'am I going next week, am I going Tuesday or not?' I say 'look mum, we will wait and see, we've got a last</p>

	<p>Meeting and see what they decide.’</p> <p><b>A:</b> There would be a smooth hand over. We would make sure they have been reassessed, about the friendships, groups you are in, The sessions your loved ones like, all of that will be captured in the support plans. It will be a complete picture about your Relatives everything about them</p> <p><b>A:</b> The consultation has been going on for about 10 weeks now, 90 days. The main concern is fear of losing their service. I reiterated again that people who have needs will have their service re-provided. It may or may not be here, but no-one will have the service taken away. I want to leave on that note that people feel confident that that will happen. No matter what, no-one is going to be stuck at home.</p>
<p><b>Carers meetings - lessons learnt - month 3</b></p> <ul style="list-style-type: none"> <li>• The need to ensure the continuous engagement and effective communication with carers and to be open and transparent throughout the future follows up of the project.</li> </ul>	
<p><b>Carers - summary of Key Questions, Answers and Comments</b></p> <ul style="list-style-type: none"> <li>• Carers oppose the closure of Kingsbury Resource Centre because of the rapport their loved ones had built up of a number of years with other users who they see as their friends. Assurance was given in terms of keeping friendship groups together</li> <li>• Worried about the change would affect the service users and they would be emotionally distressed. Support in this process will be provided through care management or other supportive services</li> <li>• They are concerned about Transport and whether another service provider will provide this essential service as most of their loved ones have mobility issues and this is a key. This would be taken into consideration as part of the assessment process</li> <li>• Concern about their loves staying at home and not having any day care provision to access. This will not be the case as everyone with eligible needs will continue to have their services provide</li> </ul>	
<p><b>Staff</b></p> <p><b>Month 1- 3</b></p>	<p><b>Key Questions &amp; Answers</b></p> <p><b>Q:</b> The Council has already made up its mind on the change. What is the point of a consultation?</p> <p><b>A:</b> The Council has not made up its mind – nothing has been decided yet. The consultation is a way of getting ideas together and if something good comes up then it can be taken further.</p> <p><b>Q:</b> Can we not merge with New Millennium Day Centre?</p> <p><b>A:</b> That is an option. It also does not have to be New Millennium; it could be a merger with a private or voluntary organisation.</p>



**Q:** If the centre closes, will there be redundancies?

**A:** I cannot answer that question until we get to the Human Resources process which will be after members have made a final decision in June.

**Q:** I think we could make better use of transport services, i.e. the routes could be better managed.

**A:** That is interesting. So, you mean routes rationalisation.

**Q:** I would say 98% of service users need the bus, but some could make it themselves. Also, loved ones could drop their family member on their way to work, but at the moment some only let them go via the bus because it is more convenient. If staff starting times were staggered, so that some staff were available earlier, say 8:00am, that would allow more loved ones to drop family members to the centre themselves. It could be more efficient.

**A:** Thank you. That is a good idea. We will look into that.

**Q:** Staff enquired about the fact the consultation is no longer going ahead at the New Millennium Day Centre.

**A:** Nancie informed that following discussions the council members have decided not to consult on closing NMDC, however there will need to be changes in how the centre is run to make it sustainable in the long term..

**Q:** Why is the council making these changes.

**A:** Reasons listed below(Highlighted from previous presentation slide)

- ❖ Changes within National Policies to include the Care Act 2014
- ❖ Cost of current services
- ❖ Council budget deficit
- ❖ More choice for Service Users
- ❖ Making better use of our buildings
- ❖ To develop new services and ensure they are more person centred and promote inclusion.

**Q:** Why have the councillors or Phil Porter not attended any of the consultation meetings at KRC.

**A:** Nancie said she will invite the councillors and Phil Porter to one of the meetings; however this is dependant on their availability

### **Staff meetings - lessons learnt – months 1 -3**

- To allow Union representation to attend the future meetings if staff feel the wish to express their views and be represented.

**Overall summary & next steps**

In the main there was a general concern about potential closure of the service. Assurances were given that everyone who has eligible needs will continue to receive services. No one will stay at home feeling isolated. Everyone will have a review of their care service undertaken by a social worker and those who do not currently have a social worker will have one allocated to them. The need to stay with friendship group will be serviced through the review process taking into account specific cultural and language needs.

As consultation moved into co-production ideas were generated to reduce cost and to keep the centre open e.g. paying for transport, beverages served at the centre and partnership working with other organisations. All these views have been taken into consideration and the information will be used to inform the general review of the service and people's individual assessment of needs and the care and support that is provided to them in the future.

## **Adult Social Services**

### **Direct Services**

#### **New Millennium Day Centre Consolidated Consultation Report - July 2015**

### **Introductions**

In February 2015 Brent Council Cabinet agreed that officers should work with service users and carers at New Millennium Day Centre to determine proposals for the future of the service. The discussions in this consultation and co-production meetings are summarised as follows.

This document is divided into three sections:

1. Consultation and co-production meetings before the visit to Thurrock, which are focused on initial concerns and clarifying the issues and process
2. The visit to a social enterprise day opportunities service in Thurrock, and the information collated
3. Consultation and co-production meetings after the visit to Thurrock, which focus more on the future and options.

### **Section 1:**

This section provides a detailed overview of the discussions with 3 separate groups in the following order:

- Service users
- Carers
- Staff

It sets out the key questions and answers from individual meetings, lessons learnt from the process and then at the end there is a summary of the key issues.

<b>Group</b>	<b>Subject of Discussion</b>
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<b>Service User meetings</b>	<b>Key Questions &amp; Answer</b>
	<p><b>Q:</b> The building is hidden and clear signage needs to be put up to make the building easier to locate.  <b>A:</b> Things are at the proposal stage and at this point in time the services are geared towards people with eligible needs, who know where the building is. If there is a decision to widen participation, then these changes can be made.</p>
	<p><b>Q:</b> A couple of other Brent centres have closed, leaving just a few and it will be a shame to see so few left  <b>A:</b> If the building closed, then everyone with eligible needs would have their service re-provided for them, no one will be left to sit at home doing nothing. However, there is no proposal to close NMDC at the moment. Nancie also stated that people have made new friends since moving to millennium and will make sure that this is taken into consideration.</p>
	<p><b>Q:</b> This service means a lot to them and their carers, attending the centre give their carer's breaks, taking it away will cause a lot of problems. As stated previously there is nothing in the proposal about closure, there are numbers of other options outlined to keep the centre open and suggestions are very welcome by the Council.</p>
	<p><b>Q:</b> Discussion around better utilisation of the building. College is not always a good thing. I don't want to achieve a qualification centre, I want to do something I enjoy, Millennium is our community and we have everything that they enjoy in the centre.</p>
	<p><b>C:</b> College was not a good experience. I did not want to attend college in the main stream it was a horrible experience,  <b>A:</b> This was noted. The college already attends the centre and everyone who attended their classes was happy with what they did.</p>
	<p><b>C:</b> The centre in its current form is not sustainable as it is very expensive. Different ways are being looked at to ensure the centre either remains open or some kind of collaborative approach with other organisations to make budget savings or close it down and services are provided in the community with user's choices. Service users can choose what they want to do and the council will take it on board.</p>
	<p><b>C:</b> The Council does not understand what disabled people are going through and what their needs are. The people at the meeting wanted to raise awareness for Brent and hope this will mean they get what they need.  <b>A:</b> The Council is aware of the ranges of disabilities in the room and the various needs people have and will continue to support</p>

	<p>those people and their individual needs.</p> <p><b>C</b> Explained that for the future of the centre, she will be look at working with smaller groups to come up with a proposal. The consultation meeting as from date is completely finished and all parents and carers will be informed by writing and they will also be informed that the co-production is now the focus for all to work on for the future.</p> <p><b>A</b> Nancie explained that when these meetings start in the next couple of weeks ideas would be needed, it's doesn't need to be worked out to go into report, it should be workable ideas that everyone agrees with.</p>
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**Service User – Key Lessons – Month 1 and 2**  
 To continue to listen to concerns and open further communication channels through emails and more visits to the centres

<p><b>Carers meetings</b></p>	<p><b>Q</b> The Care Act emphasises more support for carers. If you take this service away it will put more pressure on us  <b>A</b> That is true about the Care Act, but the proposal is not to take the service away.</p> <p><b>Q</b> I heard the centre is not closing.  <b>A</b> Yes that is true</p> <p><b>Q</b> When you do annual assessment will you be doing carers assessments at the same time  <b>A</b> Yes, an annual review should always include the carer.</p> <p><b>Q</b> We did not know that service users were being consulted.  <b>A</b> We take that on board, and this could had been communicated better, but service users and families are being consulted and this was in the report that went to cabinet in February.</p> <p><b>Q</b> How is co-production and consultation going to feed into each other  <b>A</b> My role is to consult and the information from the consultation and the co-production will feed into each other. You will know what comes out from the co-production team.</p> <p><b>Q</b> Who is involved in co-production meeting  <b>A</b> Three carers and six service users are at the core representing the wider group, but all service users and carers will be involved.</p> <p><b>Q</b> A number of times I have heard comments along the line of lines of unit costs in the private sector, voluntary sector is much better than here It would be good to get sight of what that unit cost is and what is the composition of that cost, what feeds into that unit</p>
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definition.

**A** Comparable cost takes into consideration building costs, transport and staff costs. I will find out if you can have this information (Information Provided via FOI).

**Q** You say younger people are not using the service day service centres so much. A lot of them are taking direct payment and they are not aware of the services that are out there, and many of them, while they are young and while their carers are relatively young, that's fine. But these younger people will get older, as are their carers, and the two or three hours a week caring that they buy in from their direct payments will not be sufficient

**A** The direct payment offer is made at the point of assessment, so it's someone's choice. We have to offer direct payment as a Choice, but it is only ever a choice.

**Q** Why can't we have this centre operating in say two sections, develop it further, for example, develop a specialism for Learning Disability.

**A** At the moment now, when those centres close, Stonebridge and Strathcona, a number of service users came to this centre. So we already have a number of people with learning disability here. We can look into this option as part of planning for the long term future.

**Q** Staying in their friendship groups did not happen when they were in Strathcona. People were dispersed, not according to the friendship groups, but as and where there were places.

**A** We need to get that right, following from the assessment or review of persons' needs, should there be service changes that need to be done in collaboration with whatever is happening with the friendship group as well, so that when a change is made people bring their friends along with them where possible. We will learn from that experience, the last experience.

**Q** How are you measuring value for money? What sort of criteria are you using?

**A** We look at the average cost of a day placement and the quality measures. It is important to note that some centres in Brent are running under-capacity. Some centres cost more in terms of transport. Some centres are not in good quality buildings which increases costs. There is a wider piece of work taking place across all day services to ensure that value for money and quality are consistent. I would stress that we know people really do value the service. It has a very good reputation across the borough. Care managers recognise it as being a place that people want to come to.

**Q** Isn't that your job to utilise the building as best you can? I mean, talking about services in the hospital, I mean what would we know about that? We would like to work in partnership with everyone. What happens is that if I start making a decision and Council

	<p>starts making a decision and you are not informed or tuned into the decisions; it may not be the right decisions.</p> <p><b>A</b> Agreed this is why we are carrying out this consultation and the co-production work, which involves the local public.</p> <p><b>Q</b> How long is this centre open for now? How long is it saved for?</p> <p><b>A</b> That is a question I can't answer. We are trying to make the centre viable for the next two years at least, and for the long term and the best way to do this is to ensure it is competitive with other day centres in Brent.</p>
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**Carers Meetings – Key Lessons**  
 To be available after consultation meeting to ensure those who wanted further points of clarity and to ensure people can have a 1-1 with the Council officers.

<p><b>Staff Meetings</b></p>	<p><b>C</b> Most people who attend the day centre use Brent transport or public transport. The transport service could be better utilised as some of the buses come with very few clients, sometimes there are only one or two service users on the bus.</p> <p><b>A</b> The council is looking at numbers of different ways that people can travel and not just with the buses, some will be confident with one to one, individual taxis is been looked.</p> <p><b>C</b> The centre has a lot of activities but lots of people are not aware of what goes on here. The service needs more visibility and that is what staff would like to work on. Maybe a new name and some leaflets would help. Ideas to work more like a resource centre base where we can take people into the community more similar to John Billam</p>
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**Overall Summary from meetings**  
 There was an overall concern about closure, and that the council would come back time and time again to look at saving money from the centre.  
 It was also stressed that the service provided much needed respite for carers, and service users, carers and staff all valued the service and were wary of change.  
 As the consultation moved to co-production people understood this was not about closure, and joint working on how to ensure future viability became the main focus.

## Section 2: Trip to Thurrock Lifestyle Solutions

- Feedback was provided by four members of the group
- The group liked the following aspects of the TLS model:
  - Service users were represented on the TLS Management Board (e.g. the director is a service user)
  - TLS provide lots of excursions (e.g. to Butlins, France)
  - TLS has very little involvement from the local council; they are sustainable and financially independent
  - TLS find work placements for service users
  - TLS service users integrate well within the local community (e.g. skills workshops, making use of community and leisure services)
  - TLS provide reablement flats for service users who wish to live independently from their carers (e.g. six months residential life-skills training)
- The group were more wary of the following aspects of the TLS model:
  - There are no day centres; instead, TLS run 4 drop-in centres (informal space used for coffee mornings and meetings with PAs)
  - The majority of TLS service users receive direct payments, rather than make use of formal care and support arrangements
- There was a group discussion about direct payments. Members of the group asked for clarification about the entitlement process (e.g. would it pay for a holiday to Jamaica).
- It was suggested by a member of the group that it would be useful for a member of council staff to do a presentation about Direct Payments at NMDC. This was actioned.
- Concerns were raised about hiring a Personal Assistant (PA) through Direct Payments. The TLS model was referred to as a positive way in which a care provider organisation can support a service user to recruit a PA. At TLS the recruitment process and contract negotiation is managed by the Board.



- It was suggested by a member of the group that the TLS model could be adapted to Brent so that NMDC became a drop-in centre, rather than a formal day centre.
- Concerns were raised about the level of support that would be available to service users at NMDC if the TLS model were to be implemented.
- It was also suggested that a visit to another social enterprise would be beneficial for the group. This was not finalised – the group will feed back to NA.

### Section 3: Consultation and co-production meetings after the Thurrock visit

#### Service user

- It was explained to the group that NA will be facilitating both the co-production (NMDC) and consultation (KRC) meetings going forward. A letter has been sent to service users by HW, listing the dates and locations of future meetings. It was agreed that future co-production (NMDC) meetings will include a wider range of service users and carers. Meetings will take place in two to three groups over the course of a day - or couple of days - depending on the availability of staff, carers, and service users.
- The group agreed that they would prefer to be referred to as “customers”, rather than as “service users”, at future meetings.
- It was suggested that hard copies of future presentations should be available at the day centres. Spare copies of the presentation from this meeting were given to staff at NMDC to make available at reception.
- It was also agreed that links to and / or attached versions of presentations will be circulated via email in advance of future meetings.
- The different types of service model were reviewed with the group
  - Voluntary sector led social enterprise
  - Customer and carer led social enterprise
  - Staff led resource centre
  - Independent / private sector resource centre
- It was agreed by the group that their preferred option would be to create a customer and carer led social enterprise, with help and advice from the voluntary sector on an informal basis.
- The private sector model was ruled out by the group because of concerns about the lack of control for service users (i.e. risk of closure / selling the day centre) and the focus on profit, rather than quality of care.
- The staff led model was ruled out by the group due to the anticipated demanding workload for staff and unrealistic expectations from service users and carers.

- The voluntary sector led model was ruled out by the group due to concerns about new staff and service users and the lack of choice and control for service users.
- The group agreed that the name of the co-production meetings should be changed to “*planning meetings*” going forward.

The above meeting was then repeated with smaller groups at the centre. 12 Groups in total consisting of 5- 8 service users. Those where English was not their first language had a translator and British Language and Makaton signers were available to support them. The purpose of these smaller meetings was to ensure everyone had a share in the options put to them and had an opportunity to have their say.

Out of the four options in the main the smaller groups chose the option of a service user led social enterprise but there was also strong support for a staff led social enterprise organisation.

### **Carers**

The purpose of this meeting was to ensure the Carers of service users had the same information as the service users and those who were part of the co-production meeting. The meeting was to give the carers the opportunity to comment on the four options discussed at the co- production meeting and for then to say what they felt about the models. The below is a series of question, answer and comments made at the co-production meetings

- C I went to see the Thurrock model. It is good. It took several years to get off the ground and the council supported them. It is not model you can copy completely In Brent it will have to be adapted
- C I think it's definitely worth thinking about. We just need to be very, very careful about where we start, what we start with, what the risks are and whether we are capable of managing those risks.
- Q What do other people feel in terms of that idea?
- A Well I think there will be risks in terms of location for example, Thurrock might have access to budget it would be totally different, access to voluntary services will be different. So there will be a lot of differences. We are in an area where just finding space is impossible.

- C We can look at other funding streams. I know some people have direct payments and we've got Public Health so we could tap on their doors and people get independent living funds. There's various existing funding streams. What we really need to do first of all is to look at what is it we want. The 4 models, which you said, it could be a hybrid of those 4, what's workable for here in terms of information about what's available locally and we've improved on that because of the Care Act and we have to now provide information in terms of what is available in the community. At least we've now got a starting point. We've got a software system that can provide all that information, not only in Brent but in the locality, the neighbouring boroughs. So we've got information where people can access and use this centre.
- C All I'm saying is I personally recognise and I know a few other carers have started to recognise we don't have a choice, we have to do something and that something is going to take a brave step, but we need to do a lot of research, we need to, both from the Council as well as carers, do a lot of research, a concerted effort to come up with a model, identify risks and think about how we are going to manage those risks.
- C We have some good staff. Some may move on
- C Barnet have externalised all their services They obviously did it differently. I saw some really good things but I have also seen some not so great things
- Q Is anyone warming to any one of those four options? If I have a show of hands, what are people's feelings about the independent sector coming in, the private sector?
- A No show of hands
- Q The trouble with presenting four options like that is the devil is in the detail a little bit. You can say what the pluses and minuses might be, but it is down to what you specify it as the requirements for the centre, so what it needs to be able to provide. You have not really provided any of that. What are the basic services, what is the bottom line, what are the must haves that came out of the co-production?
- A The must haves are really what people want to see maintained at the centre, which means keeping a very similar service here. That would be specified in terms of an overall specification, but if it's a private sector then they will have to run it as a business.
- Q Could that be put to the private sector or indeed the voluntary sector option; could that be specified in a tender agreement?

A It will have to be because the value of the service -- our procurement rules is that anything that is worth over £250,000 will have to go to a formal tendering process. So whether it's tendered through the voluntary organisation or tendered through the independent sector or both would have to put through a formal procurement process.

Q None of those four options include the Council running it?

A No.

Q Why is that?

A Because the Council can't afford to manage it in that way. In the long term, we don't want to keep coming back to say closure, this centre will close, so we want some kind of long term stability in the centre. So what the Council could do is invest for the first few years.

Q What about in terms of the Council's obligation to make sure that people who attend here have a statutory right to a certain level of service; what does the Council do to ensure that?

A Everyone here who has needs so the Council will still have to support those needs. The Council would performance and quality manage the service in the same way as it does this for other services.

Q There isn't enough meat on the bones here

A They are just options at the moment.

Q You can't cost them.

A We can't cost them out now.

Q They don't have any proposals. All I see from this option is the Council wants to wash their hands of it. That's what the Council want to do is wash their hands of the centre. And then pass the buck into somebody else.

A I think the Council is trying to ensure some kind of long term stability in the service.

Q What is the Council's responsibility in terms of the governance that the Disability Act and all that sort of thing? What is their responsibility in providing this service for Brent

A We have to provide a service for someone who has eligible needs. We don't have provide it directly ourselves.

Q But you have to provide and you have to cost that.

A: Every service is costed out. Everyone has a personal budget here and everyone's needs are different, so everyone's personal budget is different. That personal budget could be spent anywhere.

Q What I'm failing to understand is the money. The money comes from the Government. It pays for people to attend here. Why is the Council not able to do this and why is it looking at these options of farming it out to a social enterprise voluntary sector, resource centre and private organisations

A There are not very many councils now that provide direct services. Most Councils are going towards commissioning services. We have a commissioning department that procures for the home care service, so when we used to have a home care provider in-house. We no longer have that residential care; we don't have any residential homes anymore.

Q How will private organization make money? I would like to see the tendering documents

A This will be confidential as it contains sensitive information

Q Within three months they could go bust because they've over stretched themselves.

A No, there are clauses in the contract. We are a local authority so we couldn't let our service users go under. We have an obligation to make sure that our service users are protected

Q The independent sector can't go bankrupt. They can walk away from the whole thing.

A If they walk away, we have an obligation to make sure that service carries on in some form

Q The private sector coming in they are not going to come in just for the sake -- they want something back in return.

A Of course, yes.

Q Then the quality won't be the same, the staff won't have the same confidence in the new management because they fear for their job and then their heart and soul won't be in the job. I think that it's not right. I know what you're saying, but it's not right at all.

A That is not necessarily the case. The private sector can and do provide many good services.

Q If the staff were running it, it is a big responsibility. It's not fair to put that on them. It's not their family.

- A The staff said that they don't want that responsibility, but they would still have a management team, so it is not as simple as suggested in the question.
- C If we go down the route of a social enterprise supported by service users we will have to provide support. A project manager and some financial skills. They can help the service users build on their ideas and make the enterprise work
- Q It is not fair that the council is doing this.
- A The council is trying to ensure sustainability. Not coming back to look at savings year on year.
- Q It could still happen with the options that you've given us. There is no guarantee.
- A There are no guarantees at all. What is certain is that the status quo can't continue.
- C In all of those options new staff is inevitable even if the service users take control because staff leave. You can still have some of the old staff.
- A Staff can be TUPE'd across but we can't force staff to stay. It will be their choice.
- Q Is the Council's proffered option to go for private
- A No, the Council has not made a choice. We will work with you to decide on an option and work with you to deliver.
- Q Where are you going to make savings
- A It's not about saving money. Remember there are no savings attached to this centre, the consultation said that. It's about making the centre work for the long term, so that we don't come back and say we are going to close the centre in three or four years. There's no saving attached here. The money we have is the budget to run the centre and that's what we've got to look within.
- Q Someone is going to have to lead this I can't imagine even if the staff work with users.
- A Some of the users really wanted to get involved. Some of the users didn't want to get involved, some don't have the skills. Some of the people in the carer groups may not have the skills. It will be up to the Council to get those skills and resources.
- Q Some of the users can't make those choices. How many people with learning disability are there in this centre that you know of?

- A Off the top of my head, the majority of people here have a physical disability.
- A It's about 28.
- A There are 12 users that have a learning disability. We can get the figures for you.
- Q You said you have had discussion with the voluntary organisations.
- A Yes I have they have expressed an interest in working with us
- Q How do organisations make a profit on a service like this?
- A That's not for me to answer but if they say they are interested then we assume they can make it work
- C I don't like what is going on one little bit, but one thing I will say to all of you is that we can either do this kicking and screaming, or we can get collaborative and start working with it because with or without us, I'm telling you this is going to happen. Right. So let's not waste time going over the same thing over and over again. All the arguments and objections that have been put forward we've discussed them for months. Every time we meet we talk about the same things, like the £40 refuge collection, any number of things. So, either we do this, the choice we can make today is either we do this kicking and screaming and get on with it and they do it to us rather than with us, or we wise up and do it with them. We can get collaborative and start working with it because with or without us, I'm telling you this is going to happen. Right. So let's not waste time going over the same thing over and over again. All the arguments and objections that have been put forward we've discussed them for months.
- Q Is this the last meeting until to submit your report
- A Yes
- C I'm getting quite worried that the clock is ticking and this meeting is going to finish at 3 o'clock.
- A No. 3.30.
- Q: So we've got half an hour to go through the same arguments or we can say something that goes into the report because the report is being submitted and this is the last meeting. The only debate out of the four you pick your choice
- A Not all the service users choose. You do not have to choose any
- C It doesn't matter who runs it, so I think all we can do is try and contribute to what we want out of this service.



C I wanted this to be the last message from me I am really disappointed about is that the four options you are talking about now is what we've been hearing about since January. Now as far as the meat on the bones is concerned, I am so disappointed that there isn't any kind of governance statements attached to each one of the options that allows us to weigh up the positives and negatives to at least give you an indication of what people prefer.

Q It's not detailed enough.

A I understand it's not detailed enough, but the detail but we will need to work up an idea – and present the model later. When I have done something similar in another service we brought down people who have more knowledge about the procurement process and what it means in terms of our legal obligation. So once we've got to a situation where we have narrowed down those options, it may be just the two options that goes into the report, it may be the fact that all four options and a preferred option coming back from what the service users have said, then the next stage is to clarify about governance around that by ensuring the right people are down here.

C One of the things two will need to happen with each one of those options, whether it's service users led or any of the other options, the reason being that either what they have to do is increase the number of users so that per head cost is reduced. That could be one dimension. The other could be evolving the service in a way that Thurrock, for example, have done which is going to respite care, going into community and earn money by giving people guidance to do the consultation which is what Thurrock are doing. Whether it's expanding and forwarding the service to become more sophisticated or increasing the number of people that are being supported one way or another the business model will have to evolve. So if this is a pure service user led business model, petrifies the hell out of me. I tell you that for nothing.

A If you take the Thurrock model that's how they started.

C I know they did, but incidentally because I visited that place, the very first task they did was recruited a CEO whose a smart cookie and is still there. It's not fair to say that it's completely service user led.

C No one has said to me they don't want X, Y and Z, but what I'm getting from this meeting as a whole is that people are very much against private sector.

Q Is this change going to happen?

A The change will happen, so there is no option for not doing anything. The pressures on local government are increasing and it is important that we get on the front foot.

Q So basically in the future the Council aren't going to run the centre?

A Service users and council have developed four different ways in which the centre can run in the future. It's really for yourselves and for the service users to input into those options to say yes or no to a certain degree. If you think it is a good idea and if most people think either one of those options is a potential goer, then that will be worked up into a

Q Does that mean that some of the service users and carers would have to pay towards coming here

A It could well be, but then again that's not the initial model that we're looking at

Q If option three did happen for argument's sake just say this building would they have to rent this building from the Council

A We have a new initiative called community transfer whereby if they can demonstrate that they can make effective use of the building, the building can be transferred across. The contractual arrangements around that I'm not clear about, but there is an option where the building can be transferred to either the community or the independent sector in terms of future

Q If nothing is done sake, if we abstain what would happen then? Would you make a decision or would the Council just choose an option or what would happen then

A Well, we have not got to that, so I don't know. Because people have said they have a preferred option. We do have people warming to an option. We have some people who are more inclined to actively want that particular proposal and then some people who I wouldn't say

Q Is something going to be sent out, like a prospectus or a little booklet or something to look through

A We don't know what the service model is. We have to work up that service model, so as soon as we go to Cabinet and we inform Cabinet that this is the model. We will tell them the four options that are put forward. We will tell them that this is the option that most people seem to be warming towards. This is what the implication of that model is. So I would need to work out the finance implication, legal implication and staff implications as well to give members confidence that the chosen model is a workable model and then ask members to give me the authority to go out and work out a plan.

Q I suppose people will want to know in advance what it would cost them to become self-sufficient.

A Of course. There's a lot more work to do. I need to come back and say what the implications are for the chosen option. I will need to have a discussion with our finance people for sure and then before we move into a co-production working up the project and a project implementation to give people clarity about what the real implications are for this particular proposal

- C I would be leaning to option 4 working with the voluntary organization
- C Lot of people would as well they heard of big charity organization like Age concern, Mencap
- Q Is Mencap the council?
- A No they are a charity who work all over the UK supporting people with learning disabilities
- Q Would there be any change in staff pay and conditions or their pension arrangements
- A That is what transfer undertaking public employment means. It means they take all their terms and conditions with them to the new provider, so they don't lose out in terms of pay or pension.
- Q Transport is important. People will need transport
- A Yes we will take that into account
- C Staff led is also a good option
- A Yes but it has personal financial implication for staff

### **Summary of this phase of consultation and co-production**

For some service users the concept of a social enterprise was difficult to understand and they refrained from the decision to support any of the specific models above and some did not want to get involved in a commercial operation. However, in the main service users were supportive of a service model which they had control over to build on their ideas for improving services and having control over who supports them and how that support is provided. A smaller but significant number of service users wanted the existing staff to own and manage the social enterprise because of their knowledge of the existing staff and the quality of care that they provide. However, staff expressed their dis-interest in owning and managing a social enterprise because of the risk in terms of financial investment.

At the Carer's co production meetings there was a lot of support for no change to the existing day centre service. Three initial meetings were held which included the session where the group went to review the Thurrock Council's social enterprise model. The fourth and final meeting focused at the 4 social enterprise models put forward as options and whether carers had a preference. There was not a clear out right preference on any of the models however; there was a complete rejection on any partnership arrangement with the private. This forms the recommendations put forward to Cabinet.

